APPENDIX 3e

Workload Study Instructions

SB2030 CWS Workload Study
Time Study Instructions

SB2030 CWS Workload Study
Time Study Instructions

These instructions will assist you in participating in the workload time study. They will explain how to access and use your time study forms. We know that the workload study will require a special effort on your part and want to thank you for helping to make the study the best possible. The information provided will allow CWS to update their workload assessments and associated budgeting mechanisms.

INTRODUCTION

- *Overview of Evaluation Project*
  The current funding system for California's child welfare services are over 15 years old. Given the policy and societal changes that have occurred in that period, California Senate Bill (SB) 2030 mandated the Department of Social Services to evaluate the current child welfare services workload and associated budgeting. The evaluation will also assess the impact on the workload of implementing innovative best practices. This time study is an essential part of the evaluation, and virtually all CWS employees in all of California's Counties will participate. Other methods being used in the evaluation are a review of relevant laws, regulations and policies; focus groups; and structured interviews. In addition, there is an advisory group that includes child welfare service representatives from labor, management and advocacy organizations.

- *Expectations of the Time Study Participants*
  The time study participants will record their work activities for two consecutive weeks. A time study data collection form will be provided, and you will be trained in its use. All of the CWS employees in a county will record their activities during the same two-week period, but not all counties in California will be on the same two-week cycle. There are general codes to indicate non-work hours, leave and other time off, so there will be fourteen days of data even though you do not work all fourteen days.

- *Overview of Data Collection Form:*
  The time study data need to be entered into a computer form individualized for each participant, however, some participants may choose to enter their data on paper forms first. The data collection form has four types of pages: cover page, caseload page, case characteristics page, and daily log pages.
  - The cover page has identification information about the participant, including their employee number, CWS/CMS number, and County ID number.
  - The caseload page has name and CWS/CMS ID numbers of the participants' cases. On the computer forms this information will be automatically in placed when the application is activated so that the worker will not have to look up CWS/CMS numbers.

- The case characteristics page allows the worker to enter information about the special characteristics of cases.
- The daily log pages are where the participants record their work activities and when they were completed. For computer forms pull down menus are available to assist in entering this data. Work activities have been categorized into "units of service" and "tasks" with short code numbers to enter in place of words. (These codes are explained in the next section.) From this information the amount of time spend on each activity will be calculated.

Your correct use of the time study data collection form is essential for an accurate workload analysis. Please follow carefully the instructions you are given in training and in this document, and call your county contact if you need assistance.

UNITS OF SERVICE AND TASK CODES

For each activity that you perform to carry out your job, you will need to identify the ***Unit of Service*** and ***Task*** codes that describe what you do. You will then enter the time you spend on each task in a daily log (described below). You will also identify each activity as relating to a specific case or as a general activity if your activity is not connected to a specific case.

- *Units of Service Defined*

A unit of service is a way of describing the major activities that correspond to a case (either a child or family), to a service provider, or to administrative or clerical work activities.

Example:
Screening/Hotline/Intake – This unit of service begins with the receipt of a written or verbal referral or report. It includes all activities of receiving and recording the referral/report, checking agency records, discussing the report with the supervisor, determining whether abuse/neglect allegations are involved, classifying the report level, and making referrals to other resources. It may include contacting agencies such as the police. This unit of service ends with the decision that a referral will be investigated, or with the completion of information and referral activity.

- Units of service are listed under categories that may or may not be called program areas by your county (e.g., Emergency Response, Family Maintenance). They also include non-case related work, such as leave or training. The <u>Work Measurement Units of Service and Tasks - Child Welfare Codes</u> document lists all of the units of service encompassed in this study. Select the unit of service code that most closely matches the services being provided to a case, or, for non-case-related work, what you do on the job. If you work on more than one major activity area during your work day, select a different unit of service, as applicable, to correspond to your differing work activities. (More specific work functions are identified by selecting specific tasks – see below.) If you are unclear about what major casework, administrative, or clerical activities are encompassed in a specific unit of service, please refer to the definitions document entitled Work Measurement Units of Service and Tasks – Definitions. If you still have questions after consulting the definitions, contact your county's time study Technical Assistance Liaison.

- Some child welfare services staff may perform work related to only one unit of service. Others may perform work related to all of them. The latter will likely be true in smaller counties. To recognize this, there are some investigation-related codes that may appear duplicative. In those counties in which there are ER staff that are the only staff to perform investigations, ER staff should use the Emergency Response-specific unit of service codes (300A-302C). In those counties in which program staff (such as Family Maintenance workers or Family Reunification workers) perform investigations on open cases with new allegations, there are codes under those units of service areas specifically for those staff to use (e.g., code "400A-Investigation/New Allegation – FM" would be used for investigations of new allegations for family maintenance cases). Again, please refer to the Work Measurement Units of Service and Tasks – Definitions document if you have questions about which unit of service to select.

- *Tasks Defined*

Tasks are the detailed activities that combine to make up a unit of service. Tasks are usually short-term activities performed during a single day. Tasks are also used to describe work activities that are unrelated to cases or relate to clerical functions or administrative activities such as developing provider resources.

Examples:
Information and Referral – Includes receiving inquiries that require services outside of the agency's responsibility (e.g., housing, employment, police emergency matters) and referring such calls to appropriate community agency.

Direct contact with child in field – counseling (including individual, crisis and support counseling).

Visitation – Includes arranging, supervising, and monitoring visits.

Office Administration – Includes general office administration, and contract monitoring and developing contracts.

- The Work Measurement Units of Service and Tasks - Child Welfare Codes document also lists all of the tasks encompassed in this study. Select the task code that most closely matches the activities you are performing during the day. Tasks may be case related or non-case related. If you are unclear about what activities are encompassed in a specific task, please refer to the definitions document entitled Work Measurement Units of Service and Tasks – Definitions. If you still have questions after consulting the definitions, contact your county's time study Technical Assistance Liaison.

- The daily log used in the study consists of rows to use for recording information about each task performed during the day. You will need to record information for each new task that you perform on the rows or lines on the log form. If you perform many different tasks related to a single case or many cases you will need to detail them. If you perform more than one task at the same time, either choose the most important task or divide the time in a reasonable way between the two tasks.

- Please note that most tasks may be used in conjunction with more than one unit of service, therefore, the tasks are not aligned on the document with all the units of service to which they might correspond. For example, you may perform the "Direct contact with child in the field" task for a Family Maintenance, Family Reunification, or Independent Living unit of service. The tasks are arranged in an order that is meant to reflect the typical progression of activities from start to finish in a case.

- Coding to cases vs. coding to service providers (where should this go?) Provide an example of both.

Hint: *It was suggested by your colleagues in the county focus groups that highlighting only the units of services and tasks that you believe are relevant to your work may be one way of simplifying navigation of code lists. Of course, this means you'll need a paper version of these lists. Contact your on site time study technical assistance liaison if you don't have a copy of the list. While we understand that these are detailed lists, they are meant to capture information that will be most meaningful for developing a realistic budgeting methodology.*

USING THE DATA COLLECTION FORM

Although using the paper forms is acceptable for tracking your activities and case characteristics, ONLY the information obtained from the computer document will be collected by the project team. Therefore computer entry of time study information must occur for each employee participating in the time study, whether that information is entered by the employee or someone else.

The method by which data for the time study is collected is centered around the computer form. We have therefore made it as user-friendly as possible. Although we realize that people have very different comfort levels when it comes to computers, we are confident that with a little patience anyone can use the computer data collection form. In fact, in some ways using the computer form is much easier than using the paper version.

One important thing to note is that you will probably save a lot of time if you are able to use the computer form. For example, once you have entered your name on the cover page, it will automatically appear on all the other pages in the spaces provided for your name. Or, if you have entered your caseload information on the caseload page, you will be able to select cases from a list rather than have to type their names in each time you need to identify a case. However, if you are using the hard copy version of the form, you must re-enter this and other information on each page of the form.

The data collected in the computer and paper forms are essentially the same, however there are instances in which the directions for filling them out differ. If the instructions for the computer form are different from the instructions for the paper form, separate instructions are provided. Otherwise, please assume that the instructions apply to both forms.

Retrieving and Activating or Preparing the Data Collection Form

- For Computer Form (linked to network or *freestanding computer*):

If you are on a computer that is linked to the County's server system, County Technical Assistance staff may have already installed the Data Collection Form on your computer desktop. If you are installing it yourself, follow the following directions:

1) Start by clicking on the 'My Computer' icon on your computer desktop. A window should open showing the computer drives available to you (both drives on your own computer and drives in the server system). Find the "C:" drive on the list. Double-click on this drive. You can now see the contents of that drive.

2) If you scroll down past the list of folders to the files, you should see a red icon labeled **Master.exe**. Double click on this icon. There will be a message about extracting the file, and click on the button that says extract. It will automatically create a copy of the form on your desktop, so do not change the settings unless you do not want the form accessible on your desktop. Note: if for some reason you do not want the data collection form on your desktop, you can install it elsewhere on your C: drive. However it is STRONGLY recommended that you install the form on your desktop.

3) The data collection form should now be installed and visible on your desktop. It is called **SB2030 Data Collection Form v5.xls (or v6)**. Double-click on the SB2030 Data Collection form to open it. You will see a warning box asking if you want to enable the macros contained in the file. It is very important that you click on "Enable Macros." The data collection form uses Macros to perform its basic functions. It will not work properly without them. Each time you open the data collection form, this warning will appear. Always click "Enable Macros." This is a virus-free software application.

4) When you open the form, a window will pop up, asking you for identifying information. It will ask you for:

- "County Number (ID)," which refers to a two-digit number used to refer to your county. Contact your Technical Assistance Liaison if you do not know this two-digit number.
- First and Last name
- "County Emp ID," which refers to a county-based ID number. This should be provided to you before the start of the study. If not, contact your Technical Assistance Liaison.
- "CWS/CMS User ID." This is your CWS/CMS log-on ID. If you are an employee that does not have a CWS/CMS ID, you should leave this line blank.

- Below the area that asks for this information is a check-box asking whether your computer is a "Free Standing Computer." If you are connected to the server, do not check this box or your caseload information will not be loaded.

After entering this information, click OK.

You will see a message that asks if the information that you just entered is accurate. This is a last chance to check your responses[1]. If the information looks correct, click Yes.

5) Your data collection form has several built-in functions to make it easier to use. One such function is activated when you enter the identifying information. If you have a CWS/CMS logon ID, the form will automatically "look up" your case load from a file on your county server called "RAWDATA" and copy that case load into a page of the form called "caseload." This should happen automatically. If you have entered your CWS/CMS logon ID, but it has not begun to automatically copy your caseload into the caseload page, contact your Technical Assistance Liaison.

- For Paper Form: If you will be filling out paper versions of the Data Collection Form, your County Technical Assistance Liaison will provide you with the forms.

Filling out the Data Collection Form

- **Cover Page Information –**

The information collected on the cover page is critical to the analysis that will take place regarding amount of time required to service different types of cases. Please review this (and all information on the form) carefully before submitting the data to us.

For Computer Form: Once you have loaded your Time Study form onto your computer following the directions above, your cover page should contain the case names of your current case load (assuming you have a CWS/CMS ID). This information is also duplicated on the page called "Case load," but on Cover Page it may be a bit easier to read. Check to be sure that this is in fact your caseload. You may see cases on the automated list that you have either transferred to another worker, or that have closed. **DO NOT DELETE THESE FROM YOUR TIME STUDY FORM.** Just ignore them. Also, keep in mind that the list was created approximately 3 days before the workload study start date for your county, so it may be missing very recent cases.

To the right of your name and ID on the Cover page, there are boxes asking for Supervisor name and phone number, and number of years and months you have been employed by CWS. Fill in each box. If we need to get a message to you during the data collection phase, we will use supervisor's phone numbers. Total

[1] If something goes wrong at this stage don't panic. It is fairly easy to start over. However, please make sure that the initial cover page information is correct before going on to use the daily logs.

number of years and months worked should include all time employed in child welfare services, including in other counties.

For Paper Form: The Cover Page is merged with the Case Characteristics page. Enter all information in the boxes at the top of the Case Characteristics page.

- **Case Load Page**

For Computer Form: If you have used a CWS/CMS ID, your case names will be pre-filled in. Should you have to add cases to the list, go to the bottom of the list in column G and fill in the new case. **Use last name followed by first name, with no comma**.

If you do not have a CWS/CMS ID, you will need to enter the case names of your active cases seen in this 2 week time period here. These must be typed in first, *before* you enter any information in the Case Characteristics or daily log pages. Enter as many case names as you anticipate seeing in this two-week time period, and if you work with any additional cases, you can enter them in as you go. **Remember: last name then first name (with no commas) in the first column that does not contain faint blue highlighting (column G).**

In the computer form, all case names appearing on the caseload page will automatically appear on the cover page and on the case characteristics page. You need only type in case names once, and only on the caseload page.

For Paper Form: If you are using the paper copy, there is no separate Caseload page. Enter the names of cases you see in the 2-week period on the Case Characteristics page.

- **Special Case Characteristics Page –**

This page collects information about the special characteristics of cases. This information will be used to assess how certain programs and characteristics related to a case can influence the amount of time it takes to perform your daily tasks.

- *Case Name*:
  - For Computer Form: The case names will appear automatically.
  - For Paper Form: Write in case name.

- *Special Case Characteristics*: Please identify which of the special characteristics, if any, describe each case. Note that many cases will not have any of these special characteristics, while some cases will have more than one. You have space to indicate up to seven special case characteristics for each case. If there are more than seven characteristics that describe your case, select the seven that have the most impact on how you perform casework for the case. The codes for these can be found on the second page of the Units of Service and Task list document. *Note: Many of the characteristics found on this list apply to only a few* *counties, or even to only one. Therefore don't be surprised if you see unfamiliar programs listed.*

- For Computer Form: Select a characteristic from the drop down list.
- For Paper Form: Please identify the case characteristics by their letters, using just one letter per box.

The information on the Caseload page and Special Case Characteristics Page needs to be entered only once. You will not need to return to those pages unless: 1) you receive a new case (if so, you should put the case name at the bottom of the Case Load page list, even on the computer form, since it will not be part of the case file you originally received); or 2) in the course of your work, you identify additional special characteristics found on the study list that are relevant to your cases.

After checking your CaseLoad Page, and entering information on your Case Characteristics Page, it is strongly recommended that you save your file. From the File Menu, choose Save. A box will appear asking if you want to save this new version over one already saved – choose Yes. The computer has already named your file using your ID.

- **Daily Log Pages –**

  These pages are the heart of the time study. They are where you will document that tasks you perform relevant to each case on which you are actively working. If you are primarily performing administrative or support duties but occasionally perform case-related tasks, you will still be able to code your activities, although at a more general level. During the study, plan to complete a page for every day you work or are on leave. If you are completing the paper form, enter your name on each page used. Then complete the following information, in this order:

- ***Date:*** Please enter the day of the study for which the time entries are being entered. This information is critical as it will assist in identifying and analyzing the number of hours staff may spend working overtime. Use the #/#/99 format to enter this date.

- ***Start Time***: Please enter the time of day you began work for that day in the box labeled **Work Start**. Your work start time must be entered before you add any other information to this page. Note that this is perhaps one of the most common errors in time studies. *Failure to enter this information first will mean your data cannot be used.* Given that the study is meant to credit you and your fellow staff for the work you do, please ensure that this information is clearly entered before you submit your data. Please use standard (1:00 pm) or military (13:00) format for all time entries. The default assumption for the Start Time is that your work began in the am. If you begin work between 12 noon and 11:59 pm , it is important that you add pm to the time in this box. (You can use just an a or a p for am and pm to save time.)

  (*Total Hours and Time per Activity:* Do not enter anything in these boxes. This will be automatically calculated by the computer.)

- ***Task Lines***: The daily log consists of rows to use for recording information about each task performed during the day. You will need to repeat the process for each new task you perform. If you perform different tasks related to a single case or many cases you will need to detail them. Use a new line for each new task you perform, or to distinguish between the time you spend performing the same task for two different cases. All time should be accounted for, including breaks and lunch. If you are doing several tasks at once (such as waiting in court and reading case files), choose the most important one, or divide the time reasonably between them. If you are doing multiple short tasks that take under 2 minutes each, such as returning phone calls or reading and approving files, do not list each case name involved. Instead, write down how many cases were involved in the Case Name column or box (e.g., '18 cases').

  <u>For Paper Form</u>: After filling in the date and start time, write in the name of the case in the Case Name column. If it is another person's case, check the OPC box. If the work did not involve a case, skip the case name. Find the specific Unit of Service code from the list and enter the code in the Unit of Service column. Find the specific Task from the list and enter the code in the Task column. Then write the time you finished that activity in the Finish Time column. (You do not have to calculate how much time each activity took, just note the time each activity ended).

  <u>For Computer Form</u>: After filling in the date and start time, click on the DATA ENTRY button just to the left of the Work Start box. This opens up a smaller data entry window where you will enter the following information about your work done each day. <u>Note</u>: You must enter data using the Data Entry Form window. Do not record data directly on the lines of your sheet. Fill in each of the following boxes in the Data Entry Window.

1. *Line Number:* Click on the "New Line Entry" button to start each new entry.

2. *OPC:* OPC stands for "Other Person's Case." If you are an administrative, clerical, transportation, or front line staff person doing work on another person's case, please check the OPC box at the beginning of the line to indicate that you are not the primary person responsible for this case.

3. *Case Name:* The computer form automatically gives you the list of case names as they appear on the caseload page. Use the drop down list to select the appropriate case if you are doing case related work. If you are not doing work related to a specific case, skip this box.

4. *Unit of Service Category:* This list for units of service is designed to be very comprehensive, but that also makes it quite long. To help shorten the lists you will see as you choose units of service, two drop down boxes have been created. The first is the Unit of Service Category. This reflects a general type of Unit of Service, and can be seen in your code list as the headings for types of services. Use the drop down list to select the appropriate category for this case. **<u>Note</u>:** You should always pick a Unit of Service Category before picking a Specific Unit of Service, and you should

always fill in BOTH of these for each task. If you are entering data from a paper copy of the form, however, where there is no Unit of Service Category, just type an m in this box (the word 'Manual' will then appear).

5. *Unit of Service:* If you have chosen a Unit of Service Category from the drop-down list in the box above, go to the drop down list for this box and select the specific Unit of Service. If you are entering data from a paper copy of the form, type in the Unit of Service code from that form (e.g., 100A).

6. *Task Category and Specific Task:* Like the Unit of Service Category and Unit of Service, the tasks in the time study have been broken down into two parts: Task Category and Specific Tasks. The Task Category is a general heading of type of task, and the Tasks are the specific tasks that appear under each heading in your task codes list. Use the drop down lists to select both the task category and the task that describes the activity you performed for this case. Note: Again, it is important that you always pick a Task Category before picking a Task, and you should always fill in BOTH of these for each task. But if you are entering data from the paper form, just type an m in the Task Category box and then the numeric code in the Task box (e.g., 109).

7. *Finish Time*: It is essential that you always enter the time you finished an activity in the Finish Time box for each unit of service and task. Simply note the time of day that you finished a task, and enter it in the space provided. Use the standard format for hours and minutes to indicate what time of day it is (HH:MM), and indicate if the time is am or pm, by typing am or pm after the hour:minute entry (e.g. 10:23 am). You may enter the time using standard or military format, but you must indicate whether you are referring to am or pm if you use the standard format.

When the information is completed and you are ready to record it on the time sheet, click on the 'Add Data to Sheet' button. You will see it fill up a new line on the time sheet, and the computer will automatically calculate the time spent on that task. You are now ready to enter the next activity, starting with the 'New Line Entry' button at the top.

When you have finished all your time and activity entries, click on 'Close Data Entry Form'. If you will be returning to the form later in the day, you can simply save at this point. If you are finished for the day, see instructions for Saving and Sending the data below.

- You can return to the daily log sheet and enter new tasks or revise task information at any time. If you need to revise a task, either on the current day, or for any other day: Find the line number of the task that needs to be changed. Open the data entry window. Select the line number from the drop down list in the Line Number box. You can change any of the other boxes – case name, OPC, Unit of Service, Task, and/or Finish Time. When you are done and click 'Add Data to Sheet' a message will ask if you want to change the line. If you do, choose Yes.

Saving and Sending the Data

- For Computer Form: Each daily log should be completed at the end of the workday. When you are finished entering the data for the day, close the data collection form. Remember that 'Close' is an option under 'File' in the top left-hand corner of the form. If you are connected to your County server, that is all you need to do. The data is automatically sent each night to the workload study team from the County server. Your work is also automatically saved in the time study document that is on your desktop.

- For Paper Form: If you are filling out the forms by hand and you plan to enter the data later into the computer, enter that data at the end of your work day if possible. If you will be giving the forms to others for data entry, your County technical assistance liaison will let you know who should get them. They should be turned in as they are finished at the end of each day or shift.

Routine Use of Your Application Data File

This data collection form creates its own icon on your desktop once you complete the initial cover page information. An icon for your application file can be found on the desktop. You can open it at any time by double-clicking the icon. The icon has the appearance of a standard Excel file. The name of the icon that is being created is "your id.xls. All data you've entered remains in your version of the application for you to continue to use.

Appendix A - Basic Excel Application Functions

- Opening and saving files: This data collection form creates its own icon on your desktop – you can open it by double-clicking the icon. When you have finished entering data for the day and are ready to save and exit, click on the File option on the upper toolbar, and choose 'CLOSE' **rather than** 'SAVE'. This does two things – automatically saves your data collection form with everything you have entered up to that point, and sends a copy to the Server. Once a day IBM will transmit the data to the project team.
- Moving around on a page: You can use all the options you use in most Windows applications – you can use page up and down, the scroll bars on the right side and lower right edge of the window, or the arrow keys.
- Moving between pages: Each page in the data collection form has a name on a tab along the bottom of the screen. The first tab is labeled 'Cover Page,' the next is called 'Case Load,' and the 3rd is called 'Case Characteristics'. After these three preliminary information pages there are 14 separate pages (daily log sheets) for each day of the time study. At first you will only see some of those tabs because the screen is not large enough for them all to fit. To get to tabs for days that are not visible later, use the small arrows at the lower left-hand corner of the window. The arrows with a line take you all the way to the end; the arrows without any line move you over one page (one tab) at a time.
- Adjusting screen view: When the data collection form opens, it will probably be seen on your computer screen at 100% resolution. This is good for seeing the type, but inconvenient if you prefer to see the whole form on the screen at once. To shrink the form and see more of it, go to the upside down triangle next to the box that shows 100%, and click on 75%. You can go back to 100% at any time. You can even type in a different value than those shown (just type right over the 100% with your chosen size, like 83% or 65%).
- Using drop down lists: Using one of the pre-set % choices just described is an example of a drop down list. Drop down lists save time because you can just click on a pre-specified value rather than having to type it in yourself. The data collection form has drop-down lists for many of the boxes that you will be filling out. If there is a drop down list, you will see a small upside down triangle to the right of that box once you click inside that box. As an example, on the cover page, X has a drop down list, whereas number of years you have worked does not.
- Moving Boxes: Any window or smaller box within a window can be moved around the screen by clicking inside the title bar at the top of that window and dragging the mouse to a new location. This will be useful when using the Data Entry box that pops up for each daily log sheet.
- Minimizing and Maximizing Windows: Two very useful buttons that help you switch between computer windows are in the upper right hand corner of all Windows, including Excel. The button that minimizes your Window to just a title at the bottom of your screen looks like a hyphen or underscore. The button that brings that Window back to full-size looks like a box with a heavy line on the top. Don't hit the button with the X in it unless you want to save and close the document.

Appendix B – Instructions for Freestanding computer (or using the training demonstration disk)

If you are on a computer that is freestanding (such as a laptop, or any desk computer not linked to your County server) or using the training demonstration data collection form, you will install the data collection form to your "C:" drive from a disk. Once you have put the disk in your laptop or computer, click on the A: drive when you are in the 'My Computer' window. When you find the **Master.exe** file or icon, click once to highlight it, click on Edit, then on Copy, then move your mouse pointer to any empty area of the desktop (not in an open window), then right click, then choose Paste. At this point you can double click the **Master.exe** file and follow the directions for extracting. Your County's computer technical support staff will assist you in this.

If you are using a freestanding computer and you are a case carrying worker with a CWS/CMS ID, you will also need to copy your CWS/CMS caseload file to your computer's C: drive in order to take advantage of the feature that automatically brings your caseload into the data collection form. It is easiest to copy the "Rawdata" folder from the A: drive to your C: drive. Click on the "Rawdata" folder when you are in My Computer, go to Edit, click on Copy, go back to the "C:" drive (also in My Computer) and Paste the folder into your "C:" drive. Please obtain assistance from your technical support staff in order to insure that you have a disk with the proper file.

To use the caseload file in the example used for training, type W10004 in the CWS/CMS User ID box when you first open the application. As long as the training demonstration "RawData" folder has been copied to your machine's C: drive, that ID number will pull in the demonstration caseload automatically.

If you are using a freestanding computer or laptop to enter and save your workload study data, by selecting close when you are finished, and at the end of the 2 week period when you have completed the work and time information for each day, all 14 days of data will be in a file on the C: drive. The difference is that this data has not been sent to the workload study team automatically, and will need to be copied to a disk at least every three days and then copied again to a computer that is linked to the server. Your County's computer staff will assist you in learning how to do this.

APPENDIX 3f

Workload Study Instructions for Paper Forms

SB2030 CWS Workload Study
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These instructions will assist you in participating in the workload time study. They will explain how to access and use your time study forms. We know that the workload study will require a special effort on your part and want to thank you for helping to make the study the best possible. The information provided will allow CWS to update their workload assessments and associated budgeting mechanisms.

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  The current funding system for California's child welfare services are over 15 years old. Given the policy and societal changes that have occurred in that period, California Senate Bill (SB) 2030 mandated the Department of Social Services to evaluate the current child welfare services workload and associated budgeting. The evaluation will also assess the impact on the workload of implementing innovative best practices. This time study is an essential part of the evaluation, and virtually all CWS employees in all of California's Counties will participate. Other methods being used in the evaluation are a review of relevant laws, regulations and policies; focus groups; and structured interviews. In addition, there is an advisory group that includes child welfare service representatives from labor, management and advocacy organizations.

- *Expectations of the Time Study Participants*
  The time study participants will record their work activities for two consecutive weeks. A time study data collection form will be provided, and you will be trained in its use. All of the CWS employees in a county will record their activities during the same two-week period, but not all counties in California will be on the same two-week cycle. There are general codes to indicate non-work hours, leave and other time off, so there will be fourteen days of data even though you do not work all fourteen days.

- *Overview of Data Collection Form:*
  The time study data need to be entered into a computer form individualized for each participant, however, some participants may choose to enter their data on paper forms first. The paper data collection form has two types of pages, case characteristics page, and daily log pages.

- The case characteristics page has identification information about the participant, including their employee number, CWS/CMS number, and County ID number, as well as case names and information about the special characteristics of cases.
- The daily log pages are where the participants record their work activities and when they were completed. For computer forms pull down menus are available to assist in entering this data. Work activities have been categorized into "units of service" and "tasks" with short code numbers to enter in place of words. (These codes are explained in the next section.) From this information the amount of time spend on each activity will be calculated.

Your correct use of the time study data collection form is essential for an accurate workload analysis. Please follow carefully the instructions you are given in training and in this document, and call your county contact if you need assistance.

UNITS OF SERVICE AND TASK CODES

For each activity that you perform to carry out your job, you will need to identify the ***Unit of Service*** and ***Task*** codes that describe what you do. You will then enter the time you spend on each task in a daily log (described below). You will also identify each activity as relating to a specific case or as a general activity if your activity is not connected to a specific case.

- *Units of Service Defined*

A unit of service is a way of describing the major activities that correspond to a case (either a child or family), to a service provider, or to administrative or clerical work activities.

> ***Example:***
> **Screening/Hotline/Intake** – This unit of service begins with the receipt of a written or verbal referral or report. It includes all activities of receiving and recording the referral/report, checking agency records, discussing the report with the supervisor, determining whether abuse/neglect allegations are involved, classifying the report level, and making referrals to other resources. It may include contacting agencies such as the police. This unit of service ends with the decision that a referral will be investigated, or with the completion of information and referral activity.

- Units of service are listed under categories that may or may not be called program areas by your county (e.g., Emergency Response, Family Maintenance). They also include non-case related work, such as leave or training. The Work Measurement Units of Service and Tasks - Child Welfare Codes document lists all of the units of service encompassed in this study. Select the unit of service code that most closely matches the services being provided to a case, or, for non-case-related work, what you do on the job. If you work on more than one major activity area during your work day, select a different unit of service, as applicable, to correspond to your differing work activities. (More specific work functions are identified by selecting specific tasks – see below.) If you are unclear about what major casework, administrative, or clerical activities are encompassed in a specific unit of service, please refer to the definitions document entitled Work Measurement Units of Service and Tasks – Definitions. If you still have questions after consulting the definitions, contact your county's time study Technical Assistance Liaison.

- Some child welfare services staff may perform work related to only one unit of service. Others may perform work related to all of them. The latter will likely be true in smaller counties. To recognize this, there are some investigation-related codes that may appear duplicative. In those counties in which there are ER staff that are the only staff to perform investigations, ER staff should use the Emergency Response-specific unit of service codes (300A-302C). In those counties in which program staff (such as Family Maintenance workers or Family Reunification workers) perform investigations on open cases with new allegations, there are codes under those units of service areas specifically for those staff to use (e.g., code "400A-Investigation/New Allegation – FM" would be used for investigations of new allegations for family maintenance cases). Again, please refer to the Work Measurement Units of Service and Tasks – Definitions document if you have questions about which unit of service to select.

- *Tasks Defined*

Tasks are the detailed activities that combine to make up a unit of service. Tasks are usually short-term activities performed during a single day. Tasks are also used to describe work activities that are unrelated to cases or relate to clerical functions or administrative activities such as developing provider resources.

Examples:

Information and Referral – Includes receiving inquiries that require services outside of the agency's responsibility (e.g., housing, employment, police emergency matters) and referring such calls to appropriate community agency.

Direct contact with child in field – counseling (including individual, crisis and support counseling).

Visitation – Includes arranging, supervising, and monitoring visits.

Office Administration – Includes general office administration, and contract monitoring and developing contracts.

- The Work Measurement Units of Service and Tasks - Child Welfare Codes document also lists all of the tasks encompassed in this study. Select the task code that most closely matches the activities you are performing during the day. Tasks may be case related or non-case related. If you are unclear about what activities are encompassed in a specific task, please refer to the definitions document entitled Work Measurement Units of Service and Tasks – Definitions. If you still have questions after consulting the definitions, contact your county's time study Technical Assistance Liaison.

- The daily log used in the study consists of rows to use for recording information about each task performed during the day. You will need to record information for each new task that you perform on the rows or lines on the log form. If you perform many different tasks related to a single case or many cases you will need to detail them. If you perform more than one task at the same time, either choose the most important task or divide the time in a reasonable way between the two tasks.

- Please note that most tasks may be used in conjunction with more than one unit of service, therefore, the tasks are not aligned on the document with all the units of service to which they might correspond. For example, you may perform the "Direct contact with child in the field" task for a Family Maintenance, Family Reunification, or Independent Living unit of service. The tasks are arranged in an order that is meant to reflect the typical progression of activities from start to finish in a case.

- Coding to cases vs. coding to service providers (where should this go?) Provide an example of both.

Hint: *It was suggested by your colleagues in the county focus groups that highlighting only the units of services and tasks that you believe are relevant to your work may be one way of simplifying navigation of code lists. Of course, this means you'll need a paper version of these lists. Contact your on site time study technical assistance liaison if you don't have a copy of the list. While we understand that these are detailed lists, they are meant to capture information that will be most meaningful for developing a realistic budgeting methodology.*

Filling out the Data Collection Form

- **California Time Study Special Case Characteristics Page**

This sheet will only need to be filled out once. It contains all the information needed to complete a cover page, caseload page, and special case characteristics page in the computer data collection form. It asks for the following information:

Page # of #

Employee County ID, which refers to a county-based ID number. This should be provided to you before the start of the study. If not, contact your Technical Assistance Liaison.

CWS/CMS User ID, which is your CWS/CMS log-on ID. If you are an employee that does not have a CWS/CMS ID, you should leave this line blank.

Employee Name

County Number, which refers to a two-digit number used to refer to your county. Contact your Technical Assistance Liaison if you do not know this two-digit number.

Supervisor's Name and Supervisor's Phone #, which will be used to contact you if we have any questions about your data

Number of Years and Months you've been an employee of CWS, which should include all time working for child welfare in the State, including time in other counties in California

Case/Referral Name (Last and First):

List case names of clients you anticipate working with during this 2 week time period. You do not have to list your entire caseload, just those clients for whom you do work. You can add to this list when new cases come in – if you add cases after someone has begun entering the information for you in the computer, highlight the new case names in some way so the data entry staff will know those names need to be added. If you need more than one page, adjust the page numbers and include your name on each page. If you do not carry cases, or work primarily on other people's cases, you do not need to add any names to this page.

Special Case Characteristics:

Please identify which of the special characteristics, if any, describe each case. Note that many cases will not have any of these special characteristics, while some cases will have more than one. You have space to indicate up to seven special case characteristics for each case. If there are more than seven characteristics that describe your case, select the seven that have the most impact on how you perform casework for the case. Use the letters that correspond to the special characteristics. The codes for these can be found on the second page of the

Units of Service and Task list document. Note: Many of the characteristics found on this list apply to only a few counties, or even to only one. Therefore don't be surprised if you see unfamiliar programs listed.

The information on the Special Case Characteristics Page needs to be entered only once. You will not need to return to this page unless: 1) you receive a new case (if so, you should put the case name at the bottom of the Case Load page list)or 2) in the course of your work, you identify additional special characteristics found on the study list that are relevant to your cases. If you add a special characteristic to a case that has already been entered into the computer, also highlight that new characteristic for the data entry staff.

- **California Time Study Daily Worksheet**

These pages are the heart of the time study. They are where you will document that tasks you perform relevant to each case on which you are actively working. If you are primarily performing administrative or support duties but occasionally perform case-related tasks, you will still be able to code your activities, although at a more general level. During the study, plan to complete a page for every day you work or are on leave. If you are completing the paper form, enter your name on each page used. Then complete the following information:

Date: Please enter the day of the study for which the time entries are being entered. This information is critical as it will assist in identifying and analyzing the number of hours staff may spend working overtime.

Start Time: Please enter the time of day you began work for that day in the box labeled **Work Start**. Note that this is perhaps one of the most common errors in time studies. *Failure to enter this information first will mean your data cannot be used.* Given that the study is meant to credit you and your fellow staff for the work you do, please ensure that this information is clearly entered before you submit your data. Please use standard (1:00 pm) or military (13:00) format for all time entries. The default assumption for the Start Time is that your work began in the am. If you begin work between 12 noon and 11:59 pm , it is important that you add pm to the time in this box. (You can use just an a or a p for am and pm to save time.)

Task Lines: The daily log consists of rows to use for recording information about each task performed during the day. You will need to repeat the process for each new task you perform. If you perform different tasks related to a single case or many cases you will need to detail them. Use a new line for each new task you perform, or to distinguish between the time you spend performing the same task for two different cases. All time should be accounted for, including breaks and lunch. If you are doing several tasks at once (such as waiting in court and reading case files), choose the most important one, or divide the time reasonably between them. If you are doing multiple short tasks that take under 2 minutes each, such as returning phone calls or reading and approving files, do not list each case name involved. Instead, write down how many cases were involved in the Case/Referral Name column (e.g., '18 cases').

After filling in the date and start time, write in the name of the case in the Case Name column. If it is another person's case, check the OPC box and write in the case name. If the work did not involve a case, skip the case name. Find the specific Unit of Service code from the list and enter the code in the Unit of Service column. Find the specific Task from the list and enter the code in the Task column. Then write the time you finished that activity in the Finish Time column. (You do not have to calculate how much time each activity took, just note the time each activity ended).

If you use more than one page per day, adjust the page numbers and include the date, your name and your ID on each page.

- **Transferring information to the computer form:**

  If you are filling out the forms on paper and you plan to enter the data later into the computer, enter that data at the end of your work day if possible. If you will be giving the forms to others for data entry, your County technical assistance liaison will let you know who should get them. They should be turned in as they are finished at the end of each day or shift.

  If you realize that some information was incorrect on an earlier sheet you turned in, the data entry staff can always go back and make a correction. Find the incorrect entry, and correct the information in a different color ink if there is room —or put a star by that entry and write the correct information on the back.

APPENDIX 3g

Workload Study Technical Support: Logistics and Follow-up

SB2030 Workload Time Study Technical Support:

Technical Support for the Workload time study will operate in three Modes:

Local Technical Support Mode: Technical support provided by the counties includes support for basic technical functions including the local network and server, Microsoft Office basic functions, file copying and transferring, application installation and other features of the data collection process under county agency control. It also includes support for the appropriate use of time study codes and instrument preparation covered in the train the trainers sessions.

AHA Project Team Technical Support: This mode of support is available to trainers trained by the AHA project team and designated county coordinator staff. This support is available to address questions and concerns about definitions and the use of time study codes and use of the instruments which have not been covered during the training. It is also available to address specific concerns about the Excel application of a technical nature and that cannot be resolved by County based technical staff.

General Technical Support: A set of frequently asked questions (FAQs) will be available to participants with internet access to the CDSS or Health and Welfare Data System websites. The FAQs will updated routinely.

Instructions for Accessing the AHA Project Team Technical Support:

In order to insure that the volume of contacts can be responded to as quickly as possible this form of support must be initiated by a person trained by the AHA project team. Other callers will be asked to direct their questions to local county technical support or to county trainers.

Method One: 24 Hour Phone Support

The toll free number is **1-877-288-2410**.

This number will be routed to the AHA Denver office switchboard during 8:00 AM to 4:00 PM Pacific time. The Denver based AHA support team will field the business hours calls. This number will also serve as the **after hours calls number**. A live voice answering service will pick up all the after hours calls and route them to a pager according to a list of "on-call" team members.

Method Two: E-Mail Support

The project technical assistance E-Mail address is workload@americanhumane.org

Study inquiries sent to this address will be reviewed twice each day during business hours. Replies will be returned as soon as possible each day.

These are the web address of the SB 2030 Sites for the FAQs:

CDSS Website
http://www.dss.cahwnet.gov/sb2030
CWS/CMS Website
http://www.hwcws.cahwnet.gov

SB2030 Technical Assistance Appendix: Logistics

I. Purpose of Technical Assistance:

A. Provide assistance for questions not answered in the initial training.
B. Identify new questions arising in the field as the study progressed.
C. Provide fast and accurate feedback on new questions.
D. Provide methods for getting feedback on unexpected problems.
E. Provide methods for supplying feedback on unexpected problems.

II. Logistical Plan for Technical Assistance:

Technical Support Guidelines:

The technical support team will field questions from several different sources:

1. Switchboard connect from AHA front desk
2. Direct connect from 1-800 phone voice mail phone
3. Request to return a call from a "Tech Report Control Sheet" form
4. Request to answer an email question
5. Request to return an after hours page

Switchboard connect from AHA front desk:
1-800 calls will come into the front desk and be routed to a support tech on duty.

Direct connect from 1-800 phone voice mail phone:
In order for the forwarding and voice mail features to work on the 1-800 phone number we had to set up a new separate phone to handle these features. If the 1-800 line is busy, this phone will take a voice mail message. This is also the phone that we must use to forward the 1-800 line to the answering service at night. If we expect a large volume of calls we can answer this phone directly and by pass the main AHA switchboard. We can also forward the 1-800 line to any other tech support person during business hours if we want to have the line answered at some place other than the AHA main switchboard.

Request to return a call from a "Tech Report Control Sheet" form
On the first several days of each study period it may be possible for us to receive an overload of calls. If this is the case we could have one tech answer the phone and fill out "Tech Report Control Sheet" forms as fast as possible. These forms could then be routed as needed to any number of other support team members. If necessary the "Tech Report Control Sheet" could be used to refer questions from one tech to another.

Request to answer an email question
We may receive a certain number of questions via email at the workload@americanhumane.org email help address. As needed, the email will have to be opened and replied to. This could be done by the "on duty" tech or by other arrangements depending on the volume of emails to be answered.

Request to return an after hours page:

After hours and week end questions will be answered by assigned techs with pagers. These time periods will be divided between AHA and WRMA support staff. The 1-800 line will be forwarded to an answering service which will route the calls according to a schedule we provide them.

Compiling FAQ procedure and Tier 2 email support feature:

A new email address is being set up for the technical team to route new FAQ information through. The email address is:

workload@americanhumane.org

Any new FAQs that need to be added to the web sites can be emailed to this address. Personnel at AHA will collect, summarize, and forward these "new" FAQs to the proper place so the FAQ can be included in the current FAQ list as published on the internet.

The following are the addresses for the SB 2030 Websites:

CDSS Website
http://www.dss.cahwnet.gov/sb2030
CWS/CMS Website
HTTP://www.hwcws.cahwnet.gov

All calls to the technical assistance center came into our toll free number at 1-877-288-2410. This was considered the 2nd tier support. This toll free number was routed to the AHA Denver office switchboard during 8:00 am to 4:00 PM Pacific time. The Denver AHA support team handled the business hours calls. Two support technical staff were on duty during these times. This number also served as the after-hours calls number. Members of the both the AHA Denver team and the WRMA team were assigned times to field these calls using nationwide pagers. We arranged for four nationwide numeric-only pagers to be used to pick up on these after hours calls. A live voice answering service picked up all the after-hours calls and routed them to a pager according to a list of "on-call" team members that we supplied them.

In addition to the "Regular Techs," both the AHA and the WRMA team had a "SUPER Tech." This was a person who has the authority to settle difficult problems or problems requiring an informed decision. The "SUPER Tech" was talked to in person or reached by a direct page. The Super Techs were not on the Answering Service call list, but were only available to the Regular Techs.

SB2030 Technical Assistance Appendix: Recording, Follow Up, and Resolution

The document below shows the "Tech Report Control Sheet" that was used to record each call. The procedure included entries to track the nature of the question and to assure that each question was "Resolved."

SB2030 Workload Project Technical Support:
Example of Tech Report Control Sheet

Resolved?

<table>
<tr><td>Today's Date</td><td></td><td rowspan="2">Yes</td><td rowspan="2">No</td></tr>
<tr><td>Time of Call</td><td></td></tr>
<tr><td colspan="4">Simple Statement of the Problem:</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">Simple Statement of the Solution:</td></tr>
<tr><td colspan="4"></td></tr>
<tr><td colspan="4">Client Name:</td></tr>
<tr><td colspan="4">Client Phone Number:</td></tr>
<tr><td colspan="4">Client Email:</td></tr>
<tr><td rowspan="2">Direct Call
Email request
Pager call back
Voice mail call back
ST= Super Tech</td><td colspan="3">Circle Technical Support Rep Name Below:</td></tr>
<tr><td>AHA
John Fluke - ST
Judith Rausch
Melvin Conley</td><td colspan="2">WRMA
Larry Shannon - ST
John Hedderson
Sabrina Johnson</td></tr>
</table>

	Greg Tooman - ST	Don Graham
	Myles Edwards - ST	
	Dana Hollinshead	
	Marian Bussey	
	Amy Winterfeld	

APPENDIX 3h

Technical Support: Frequently Asked Questions

FREQUENTLY ASKED QUESTIONS

Coding Questions

(Note: Some FAQs may appear in more than one section if the content area overlaps both.)

Q: When staff serve other agencies, what codes do we use?

Q: I have admin people who split their time between CWS and departments totally unrelated–so as per the training, they were to use Unit of Service 777A–Non-CWS Services with task code 300. Some have been following this but others have been using other codes such as travel and filing for Code 777A–but it was my understanding to only use Code 300 in these circumstances (per the training). Is that correct or does it make any difference?

A: Just coding to the task 300 is acceptable when the task is a non-paid work time gap such as lunch. If the Unit of Service is 777A and it is a paid activity, then a specific Task Code would provide more information and should be used if possible (e.g., Task 40 – transportation of client). If none of the tasks fit the work done, use Task 85 – miscellaneous activities. However, if employees have coded prior days using Task 300, this will not be considered an error.

Q: I worked past midnight. How do I code my time on the daily log?

A: You will need to code your time on a calendar day basis even if your work shift runs through the night. For example, if you started your shift on September 14th at 6pm and finished at 2am on Sept. 15th, you will need to account the work done during six hours of your time on September 14th, and two hours of your time on the 15th. Then, assuming you will start your next shift at 6pm on the 15th, you will code the 16 hours of time in-between your shifts using Task Code 300 -- Non-Work Related Time Gaps.

Q: How do I code "on-call" time for the workload study?

A: If you are truly on-call, for example, carrying a pager but otherwise not working on any job-related activities, please use task code "108 Standby/on-call (after-hours)."

If you actually receive a call during your on-call time, then use the Unit of Service and Task codes appropriate to the actual work that you are performing to respond to the call. That's how we intend to capture information about what is being done while you're on-call if it is anything other than simply being on a standby/on-call status before or after the regular workday.

If, instead, we're talking about how to code time for workers who are assigned to receive all incoming calls during the regular workday and screen or otherwise handle them, they can use Unit of Service "300A - Screening/Hotline/Intake", together with an appropriate task code such as "82 Information and referral", or again, the appropriate Unit of Service and Task for whatever else they're actually doing.

Q: I can't select the unit of service I want from the drop down list on the computer.

A Check the Unit of Service Category you coded. Is it correct? It will limit your choices to just those specific Units of Service associated with the Units of Service Category.

Q: What is the unit of service for the following: Fiscal staff (non case carrying) who process bills for the purchase of services on behalf of cases?

A: Since (we assume) you process bills for purchase of services for groups of cases, not a specific single case, please use 885E Fiscal/Audit activities.

If you complete the processing of these bills manually, use Task 55 -- Fiscal forms (non-computer). If you complete the processing on the CWS/CMS computer system, please use Task 118 -- Fiscal Documents.

Q: How do I code Foster Parent Training ?

A: Use Unit of Service 708I: Development and Recertification of Foster Homes, with Task 77 -- Client Education and Training.

Q: In the Units of Services we cannot find anything for Interagency Placement Screening Committee.

A: If Foster care, use 707H.
If Permanent, use 601B.
If General, use 882B.

Q: On the Admin Tasks 107 and 108 the Definition page has the descriptions switched from the smaller code list. What is the correct description for these codes?

A: The smaller sheet has the correct description for the codes they are:
107 -- Staff Development and Training and
108 -- Standby/on-call (after hours)

Q: How do I code multitasking?

A: If you are performing two tasks at once, please divide the time in a reasonable way between the two tasks.
DO NOT DOUBLE COUNT YOUR TIME.

Q: We have been experiencing quite a bit of CWS/CMS downtime recently. There is a code to record it but if we all use that for all the hours that the application is down then we won't be recording the other work we do during that time. Is this another case of "multi-tasking" where we choose which to record? We'd really like to document both.

A: If you are performing other tasks while waiting for the CWS/CMS system, code those tasks since you are still "getting work done." However, do code the time that you are actually waiting for the system. We understand the wait time issue is frustrating, but it's more important that the work that does get done is accounted for. You can create a separate memo for us on the total amount of computer down time your office experienced during the two-week study, and get that information to us both in the focus groups that will be held and by fax or email.

Q: How do we code multiple cases or referrals provided service in the same activity?

A: There are many possible scenarios for this to happen with numerous types of activities by many different types of staff. The preferred method of handling this situation would be to itemize each case/referral with the appropriate Unit of Service and Task codes and a prorated share of the total time.

Another solution would be to enter the number of cases/referrals, whom services are provided to, in the name field (e.g., 10 cases). This may be done directly on the Data Entry Form window field. Numeric characters should be used for the numbers.

General Administrative Questions

Q: What is the policy about confidentiality of my daily data entry? Who gets to see my data after I send it?

A: Data will be collected and analyzed at an aggregate level, meaning that we aren't interested in singling out anyone who is providing data for the workload study. We are going to prepare "auditing reports," which are designed to help us determine if participants are submitting valid data to the time study. The purpose of these auditing reports is to pinpoint those people who are not submitting any data but should be, or who are submitting data that is somehow incorrect (invalid time entries, for example). In cases where we'd need to contact folks about their previous days' entries, we would ask that county contacts help us do follow-up. We would not go directly to supervisors or to administrators with names associated with measured time. That is not the purpose of the time study.

Time Questions

Q: When I enter my finish times in the computer form, the number in the Time Per Activity column appears in red. What does that mean?

A: If the total time spent on a task exceeds eight hours, the number will appear in red. This is meant to prompt you to double check these time entries as often this indicates a mistake has been made. Of course, training and some other activities may last for more than eight hours, but this should be the exception rather than the rule.

Q: After I entered my finish time for an activity, a bunch of number signs appeared in the Time per Activity and the Total Time boxes. What does that mean?

A: It means that there is an error in your data entry for the time you finished a task (e.g., the previous task ended at 2:30pm and you accidentally entered 1:15pm as the time the subsequent task was completed). Also, your designation of AM and PM may be incorrect. Please double-check your times.

Flex and Sick time

Q: One of our Fridays during the time study will be a "flex" day – the county is closed down. On our current time study these are treated as weekends. This is a non-work day--do we just not complete any worksheets for that day?
And
Q: Work Start question: If I normally report to work at 8am but have a medical appointment first thing in the day and report to work at 10am, when is my start work time? Do I code the 8-10 period as sick leave time with a start work time as 8am, or do I say my start time is 10 am and not code anything prior to that?

A: You do not complete worksheets for days not worked unless you are paid for it (e.g., sick, vacation).

A: The 8-10am period would be sick leave time. If you showed up for work late due to other than leave time, enter in your actual work start time.

Vacation time

Q: For people who are on vacation and we record 8 hours of leave - should we put 8am-4pm or 8am-5pm with a noon hour time work gap? If someone is on vacation the whole two weeks should we fill out a data collection form for them?

A: Don't worry about the noon hour time gap, if they are on vacation. Just record the eight leave hours. Yes, fill out a form for someone out both weeks with leave recorded on every work day.

Q: I worked past midnight. How do I code my time on the daily log?

A: You will need to code your time on a calendar day basis even if your work shift runs through the night. For example, if you started your shift on September 14th at 6pm and finished at 2am on Sept. 15th, you will need to account for six hours of your time on September 14th, and two hours of your time on the 15th. Then, assuming you will start your next shift at 6pm on the 15th, you will code the time in between your shifts using Task Code 300: Non-Work Related Time

Gaps. Note: this only applies to staff who work past midnight. Day staff should not code their time in between shifts as non-work time gaps.

Excel Application and Computer Questions

Q: My caseload is not populating (appearing) automatically in my computer form on the "Caseload Page."

A: Caseload information will only automatically populate your time study document if you are the primary worker on a case. In addition, you will need to enter your CWS/CMS User ID in order for caseload information to populate the form.

Q: How do I enter the data from the paper into the computer without making a note on the paper copy of what the "Unit of Service Category" and the "Task Type" is? The computer calls for information in these boxes and the data entry person will not have it. Does the data entry person have to go back and forth on the code sheet to find the right entries?

A: When the data is entered into the computer a special provision is made for entering data from the paper copies. In the "Unit of Service Category" box just type in the letter "m" and press the enter key. This will insert the word "Manual" in the "Unit of Service Category" box. Once the word "Manual" is in that box, you can type in the Unit of Service code number in the next box and press enter (e.g., type in 883C and press enter). For "Task Type" use the same procedure. This procedure makes data entry from the paper copies faster.

Q: I get an Error Message: "Compile Error: Can't find project or library"

A: To see screen shots covering these questions go to:
http://melvinconley.webjump.com/lib1/lib1.htm

Q: Employees' files have been saved correctly (their SB2030 data collection form following the File, Close procedures) but they cannot see their file on their desktop afterwards.

A: The file IS being saved, however, they'll have to look for it in the Windows, Desktop subdirectory. For some reason, on some computers, it does not appear on the desktop -- possibly due to some Windows configurations specific to their computer. Have the worker click on their named file in the subdirectory, then drag it to the desktop. It seems to work fine from that point on.

Q: When I look in my C: drive, I see a lot of files that look like my time study. Is that my data?

A: Yes, that is a copy of the file(s) you sent to us through the server system. These files do not have any formatting in them (no dropdown lists, no time calculations, etc) so they are not useful for you to use in any way. Just ignore them. If you believe that somehow you've lost data that you previously entered, you might check those files to see if the data is preserved there. But if you're having problems saving, please contact a technical assistance liaison.

Q: Our staff is saving, but when we go back to our files, they are empty (no new data). Help!

A: So far, it appears that this problem has one of two causes.
1) you accidentally opened a blank SB2030 Data Collection Form. When you entered your ID information at the beginning, it wrote over your prior work and icon with a blank file. This overwrite occurs automatically...you won't see it happen.
2) You may have a problem with the way windows uses "Desktop." Several people have reported that their Desktop doesn't show an icon that's named after them after they do the initial file naming and they close. What has likely happened is that the file does exist, but you just can't see it. Use MS Explorer to find your file. It will likely be in C:\Windows\Desktop. But it just won't be visible as an icon on your desktop. We've found that for these unlucky people, even dragging this file to the desktop (after you find it) won't work. Call our technical assistance number and we'll walk you through a solution.

Q: How far back can data be corrected?

A: You have until the end of the Workload Study to correct data from any day.

Issues raised in LA County Training

At the conclusion of the first series of SB2030 Data Collection Training of Trainers events in Los Angeles which consisted of twelve half day training events conducted in two parallel sessions over three days, the DCFS training staff who had partially observed both sessions raised several issues of concern. Some were well-placed concerns, and actions to remedy the situation should be taken. Another appears to be a misunderstanding or difference in view. The last is a point of vulnerability of the application due to the time and resources available for the effort.

1) Participants

Contrary to any misunderstandings or erroneous reports, all staff are to participate in the time study. The written materials and the curriculum presented with MS/PowerPoint clearly indicate 100% participation.

2) Deletion of information recorded in error

Data entry lines in the Day sheets are not to be deleted by any means, including the Excel Delete Row function. The preferred method of handling this situation would be to correct the Line or adjust it to be the next valid entry on the worksheet.

Another solution would be to enter zero time for the activity, which is accomplished by changing the End Time on the entry to be deleted to identically match the End Time of the line immediately preceding the line to be deleted., This causes the calculated time to be zero.

The instruction that activities (an activity being a Unit of Service and Task combination), which have a zero time associated with them, would be counted was in error. No analytic procedure will count activities with zero time. An analytic procedure will be put into place to assess the use of multiple zero time activities being used in sequence. This will allow flagging for review of instances that the zero time approach may have been used to address multiple cases being simultaneously provided service.

3) *Multi Tasking*

The issues related to staff doing multiple tasks at the same time are complex ones. The "time ladder" approach to doing a time study allows only sequential activities to be recorded. Simultaneous activities, such as traveling and talking to clients or traveling and using a telephone or waiting for a computer system and photocopying, need to be parceled into sequential events.

A 'priority' system of counting some activities rather than others performed at the same time is a programmatic question not within the scope of a technical answer. See the question on computer downtime in the first section for coding waiting time and other tasks done during waiting time.

4) Multiple Cases or Referrals provided service by the same activity

There are many possible scenarios for this to happen with numerous types of activities by many different types of staff.

The preferred method of handling this situation would be to itemize each case/referral with the appropriate Unit of Service and Task codes. With each itemized activity, there should be a prorated share of the total time, e.g., 3 hours of court time on behalf of three children in the same family would be recorded as 3 one-hour activities, one for each child.

Another solution would be to enter the number of cases/referrals for whom services are provided in the name field. This may be done directly on the Data Entry Form window field, e.g., for the Case Name, enter "3 Cases", and the Ending Time to reflect the 3 hours. Numeric characters should be used for the numbers.

A concern was raised that for referrals in Los Angeles, for which the name is unknown, the street address is used instead of the name. Since this would be an instance of providing service for multiple referrals at the same time, no one street address in place of a name would be appropriate. A notation on the number of referrals provided service would be appropriate, e.g., for the Case Name in the Data Entry form, enters "3 Referrals".

Suggestions of other methods of dealing with multiple cases should be discarded.

5) Saving Time Study Data

When the user is ready to save data from the Personalized Workload Application the user should do a File-Close. This will cause the following:

1 All data ever entered into the worker's Personalized Workload file will be saved to the Personalized Excel Application ("Employee #".xls) on the desktop AND

2 A "snapshot" of all of the data sheets (Cover, Caseload, Characteristics, and Days 1-14) will be written to the County Server for nightly collection. If the County Server is down when the File-Close is done, the user will get the message "Device Unavailable". This means the server could not be found and the file for collection will not be sent. The user should click "OK" to this message. However, this "Device Unavailable" does not prevent the Excel file from being saved as described above, and none of the data will be lost. It just will not have been sent to the County Server at that time.

This File-Close is the normal and recommended procedure. During this procedure, the user will get the message "A file named … already exists in this location. Do you wish to replace it?". The user should always answer this question with YES.

Once this File-Close operation finishes, the user should File-Exit the empty Excel program.

Due to possible PC local settings, etc., the user should refrain from saving or closing out the application in any other manner.

6) Inconsistency in informing classes what the SB2030 time study measures

This perception on the part of the observers reflects a difference in emphasis on the part of the trainers which does not reflect an inconsistency. Both " the SB2030 time study measures the amount of time DCFS employees use to accomplish work-related" activities" and " the amount of time DCFS employees spend providing services to DCFS clients," approaches seek to accurately reflect the total amount of work accomplished. Both approaches seek accurate reflection of daily Start Time and activity Finish Time.

7) Unprotected Fields

This is a concern of the technical team, as well. Within the limits of the software platform available, there is protection on the total time calculation fields. Participants are instructed to use pull down menus as the preferred method of data entry. For those instances in which Manual options for entering codes are used, cautions are given to proof read the data entry, preferably by some one other than the person who did the data entry.

It is possible for meaningless characters to be entered into the data collection document. This would result in data not being used.

Addendum to SB2030 Time Study Instructions: Los Angeles County Only

The Instructions you received are instructions that are valid in general, but some specific changes have taken place to accommodate unique features in Los Angeles County. These changes are specified below.

1) The file sent to you was not "zipped." That is, it was not compressed for sending. Therefore, there is no "MASTER.EXE" file necessary. Although the original instructions state that this "MASTER.EXE" file should be found and opened, there will be no such file to find. Instead, the file that will be transmitted to you will be called "SB2030 v6 for LA.XLS" -- this is the file that you should locate as your first step in the time study.

2) The instructions discuss the "Desktop" of your computer. In LA County, the directory that we will be using instead of "Desktop" is called "DCFS." The "DCFS" directory behaves exactly the same as "Desktop," so simply substitute one for the other as you read through the instructions.

APPENDIX 3i

Results of Technical Assistance

SB2030 Technical Assistance Appendix: Results of Technical Assistance

The following shows a summary of the information that was collected using the 'Tech Report Control Sheet' forms. The information on the Control Sheets was gathered into groups and coded. The main groups of questions were on coding, application, computer, and protocol. Follow up calls and/or emails were made until the question was marked "resolved".

TA Call Status Report

Coding Questions	
Unit of Service/Task Code Use or Definition	72
Lunch, time off, vacation Questions	34
Unit of Service 777A Questions	12
What to used for the Employee Id number	12
Total	**130**
Application/Computer Questions	
How to use the Excel application	64
How to find case loads	37
Network or workstation error messages or problems	25
Data Entry Related Questions	24
Correct file locations	23
"temp" file icons and other server issues	23
Application Version Problems or Questions	18
Lost data	18
Extra or missing icons	13
How to do stand alone computer procedure	12
How to use the computer or Excel	11
Total	**268**

Protocol Questions		
	Start and finish times of data pushes or data entry	42
	Who is part of the time study Questions	14
	Total	**56**
Other		
	Resolved by another call, email or referral	**53**
	Total Support Calls	**507**

TA Call Status Report

Coding Questions	Unit of Service/Task Code Use or Definition	72	14%
Application/Computer Questions	How to use the Excel application	64	13%
Other Questions	Questions resolved by another call, email or referral	53	10%
Protocol Questions	Start and finish times of data pushes or data entry	42	8%
Application/Computer Questions	How to find case loads	37	7%
Coding Questions	Lunch, time off, vacation Questions	34	7%
Application/Computer Questions	Network or workstation error messages or problems	25	5%
Application/Computer Questions	Data Entry Related Questions	24	5%
Application/Computer Questions	Correct file locations	23	5%
Application/Computer Questions	"temp" file icons and other server issues	23	5%
Application/Computer Questions	Application Version Problems or Questions	18	4%
Application/Computer Questions	Lost data	18	4%
Protocol Questions	Who is part of the time study Questions	14	3%
Application/Computer Questions	Extra or missing icons	13	3%
Coding Questions	Unit of Service 777A Questions	12	2%
Coding Questions	What to used for the Employee Id number	12	2%
Application/Computer Questions	How to do stand alone computer procedure	12	2%
Application/Computer Questions	How to use the computer or Excel	11	2%
	Total	507	100%